Waste Management Program Redesign Meeting
Thursday, April 1, 2004   9am – 2:30pm
Raptor Room @ SCR Headquarters
3911 Fish Hatchery Road

PURPOSE: To get the Waste Management Program Redesign effort underway; organize the team effort.

OUTCOME: We understand our task and charge; we agree on the criteria for assessing recommendations; we begin work on the Communication & Input Plan

MEETING MATERIALS: Bring Calendars for the remainder of the year
3/19/04 Memo from Al
Waste Management Program Redesign for the Future
Culture Themes (7/02)

Participants: Connie Antonuk, Dave Hildreth, Barb Hennings, Larry Lynch, Cynthia Moore, John Melby, Sue Bangert, Frank Schultz, Mike Degen, Dennis Mack, Al Shea

	TOPIC	WHO	DECISION/FOLLOW-UP

9:00am	Logistics:
	    Recorder Volunteer,
	    Lunch Logistics,
	    Purpose of Mtg.,
	    Agenda Repair
		Sue B.	Discussion:
			Decision: We agreed to rotate recorder. John Melby volunteered for this meeting.
			Follow-up/Next Steps:

9:15am	Welcome, Expectations/Charge ✓ Hear Al's charge to the group ✓ Understand the charge and the 'expectations' (sideboards, themes, etc.)	Al Shea	Discussion: Direction and Understanding - Sue Bangert Direction - Al Shea Question: What are we willing to do/change in order for "bad things" not to happen to the program? Al conveyed a real sense of urgency and crisis to the group. He believes we are at a critical cross-roads in terms of support for the program and the upcoming biennial budget. We need to be doing business differently. Organizational structure is not the driver in this effort. By December 31, 2004, the Waste Management program must have an Action Plan with a new vision to become a progressive program, with a clear direction that we'll take a different approach to how we make decisions.

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			We will have Success if: ■ Within year stakeholders view WA as progressive and innovative ■ Within year staff are working on highest priorities and staff believe that they are working on the highest priorities ■ Within year we are <u>proactive</u> in our business decisions (<u>+</u>) with proactive communications Decision: Follow-up/Next Steps:
10:15am	Parameters ✓ Ground Rules. Decision-Making ✓ Criteria for the Redesign ■ Discuss Goal Statements, Agree on the Criteria we use to measure acceptability of redesign recommendations ✓ Break in here sometime		Discussion: Decision: <u>Ground Rules</u> ■ Use inquiry questions (tell me more, is this what you're saying) ■ Take care of personal learning and communication style ■ Listen attentively without interruption (no side conversations, wait to be heard) ■ Be present and keep discussion focused ■ Share your personal truth and look for the truth in what others share ■ No one is wrong – you can be mistaken, but not wrong ■ Humor points are freely given ■ Decisions: Consensus 'til Sue pulls out the purple sweatshirt – All decisions defined, reasons for decision defined (Public vs. Internal needs to be considered) ■ WaMT will need to be involved ■ Confidentiality <u>Problem Statement</u> Rework problem statement and goal - Larry and Dave will take the lead, Mike will help <u>Criteria</u>: Agree on 3 – 5 ; Start with redesign goals: 1. Streamline program functions 2. Program is adaptive, progressive and collaborative 3. Consolidate in response to reduced resources Add: 4. Work and initiatives ensure funding stability for the program 5. Work/Initiatives direct resources to activities that effect the greatest environmental benefit/impact <u>Other discussion on Criteria included</u>: Get stakeholders in here! Look at the 3 goals from external lens It is a given: We will continue to protect the environment and human health]

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			What filters/criteria are we going to use to compare programs/parts of WA? • How to set priorities (political, etc.)? Staff: manager piece (component of larger goal); How we do our business uses our FTE resources efficiently? Part of criteria #4, 5 above Follow-up/Next Steps:
12:15	Lunch		

12:45	Communication Plan
	✓ Define a plan that clearly conveys the "what, who, how, when and communication needs" for this effort, including staff and stakeholder input
			Discussion:
			Participation Spectrum Framework includes the question – what do we want from those who participate in effort?:
			• Inform
			• Consult
			• Involve
			• Collaborate
			• Empower
			Communication/Input Plan Framework
			• What: criteria
			• Who: stakeholder, staff
			• When: end of April
			• How: face to face, small or large group
			• By whom: WMPR Team
			Key Stakeholder Groups
			▪ Stakeholders we have "select" (WMC, lobbyist, other WA industry) meet with WMPR Team (Peter Peshek, Lynn Morgan, Ron Hermes, Mark Thimke, Ex DNR WA person (Pat Walsch ?), Art Harrington, John Antaramian, WPC, CMA, Hauler)
			▪ Have a Small group discussion SOON of select members from above:
			    • What – Greatest concerns about waste program
			    • Nature of business relationship
			    • Areas for change
			    • Others you suggest we visit with? Who are they?
			    • Use existing "TACs"
			• Use "experts"
			
			Decision:
			1. We will develop communication plan with the framework outlined above, considering what expectations we have for the stakeholders with whom we communicate (i.e. do we

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				want their input, do we want them to help in the decision-making, etc.) 2. We will convene a meeting as soon as possible with a select small group of stakeholders. We will talk to Ed Nelson about questions that we could ask to get the information we need. **Follow-up/Next Steps:** 1. Cynthia and Barb will develop a Web based communication plan proposal and get input from Sue, Vera and John 2. Mike and John will talk to a small group of key stakeholders to invite them to come to a meeting the week of April 26. We will avoid 4/27.
1:30		Baseline Information & Pilots ✓ Brainstorm/Discuss what data is needed to support this effort Discuss: Are there streamlining 'pilots' we should do early		Discussion: We did not get to this agenda item Decision: Follow-up/Next Steps:
2:00pm		Future Meetings & Next Steps; Adjourn	All	Discussion: Next Steps: We did not get to this agenda item ▪ Future meetings ▪ Communicate with Ed Nelson ▪ Benchmark with other states ▪ Background information - Sift and winnow ▪ Background speaker ▪ Framing "change" issues ▪ Framing performance measures ▪ Data Needs Decision: Connie volunteered to benchmark with other states. She will talk to Ed about what questions to ask. Follow-up/Next Steps: